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SERVICE REPORT TO THE BOARD OF DIRECTORS, RALEIGH CHAMBER OF COMMERCE, RALEIGH, NORTH CAROLINA

By

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S E R V I C E R E P O R T

to the

Board of Directors

Raleigh Chamber of Commerce

Raleigh, North Carolina

October 1921

The American City Bureau
Tribune Building,
New York, N. Y.

NORTH CAROLINA
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October 14, 1921.

To The Board of Directors,
Raleigh Chamber of Commerce.

Gentlemen:-

I have the honor of submitting to you herewith the report of the American City Bureau on the reorganization of the Raleigh Chamber of Commerce. With a membership approaching 800, the rebuilding of the organization numerically has been a success. The extent to which the further reorganization, along modern lines of practice started during the installation period, is to be continued will depend largely upon the initiative of the Board of Directors.

One noticeable departure from former practice is the substitution of special committees for departments. This will enable the officers to utilize as committeemen a wider range of representative, interested members who possess special abilities for special tasks and will build up a stronger active membership.

The program of work expresses the opinions of the membership as to the important work to be done. By consistently holding to it the Board can never be far wrong. At the same time new projects which now cannot be foreseen must be fitted into the committee machinery. The organization must learn to gear itself up to the active promotion of the work of at least twelve or fifteen committees exclusive of routine internal committees.

Contact between the members, necessary in securing united team work, will be secured through regular forum meetings, frequent mail referenda and the semi-monthly or monthly issuance of a bulletin.

May I call your attention to the desirability of maintaining a lookout for new quarters which will have the general arrangement of the present suite but will have the added advantage of being more accessible to the public. The successful organization makes itself a service body which the public can find and use easily and in turn give it increasing support.

Ten years ago Chambers of Commerce became primarily civic bodies, believing that industrial expansion can be permanently successful only in the cities whose civic side is fully developed. There is a strong desire for industrial development in Raleigh but to an unusual degree the city faces civic problems which must first be solved or definitely injure the best efforts at further industrial progress.

I have been impressed with the conviction that the Raleigh Chamber of Commerce is well fitted for its responsible work in the size of its membership, the work which it has outlined for itself, the intelligent enthusiastic spirit of the membership ready to support aggressive leadership, and finally in the personnel of the Board of Directors and Officers. It has been a pleasure for all members of the American City Bureau staff to work with you and I am sure that in our continued association during the next three years we shall retain a keen interest in your increasing success.

Respectfully yours,

R. S. MacPhillips

S. Field Secretary

REPORT OF THE AMERICAN CITY BUREAU SERVICE

CAMPAIGN PERIOD

Bureau Staff

The first step toward the re-organization of the Raleigh Chamber of Commerce was taken on June 21st when accontract was signed with the American City Bureau for the expansion of the membership and the re-organization of the work of the Chamber of Commerce. On August 23rd Samuel Godfrey, Office Assistant of the Bureau Staff arrived in Raleigh and was followed on August 29th by R. A. Crosby, Campaign Manager, and on August 31st by Walter Parcelle, Publicity Manager.

Educational Period

A preliminary campaign of education was conducted from August 23rd to September 10th, which included general meetings of citizens, addressed by local men and speakers from other cities with Chamber of Commerce experience, newspaper publicity and direct communications through the mails to a selected prospect list. During this period the membership teams to carry on the active solicitation for members were organized.

Meetings

During the campaign the following meetings were addressed by the accompanying list of speakers:

Date	Meeting	Speakers
September 2nd	Smoker	E. B. Crow E. F. Trefz
September 8th	Civic Dinner	Gov. Morrison Josephus Daniels Champe Andrews

Intensive Drive

From September 12th to the 16th an intensive drive for members was conducted. As a result 760 leading citizens of Raleigh pledged their support for the Chamber of Commerce. Since the campaign twenty-four new members have been added and fourteen lost by duplication or cancellation,

giving to date 770 members with an annual income assured for three years of $19,250.00.

The membership previous to the campaign stood at 205 with dues at $50.00 giving an approximate income of $10,000,00. The campaign period proper closed on September 17th.

INSTALLATION PERIOD

Bureau Staff

On September 16th A. D. MacMillan arrived in Raleigh to conduct the installation service which actually commenced on September 19th and closed on October 15th.

Constitution and By-Laws Adopted

Upon the authorization of the Board of Directors at its meeting on September 19th a committee on By-Laws was appointed to study a form of governing instrument suggested by the American City Bureau. All applicants for membership in the new organization received a call for a meeting - in the quarters of the Chamber of Commerce September 22nd at 8 o'clock - to adopt the new constitution and by-laws. Provision was made for a body of twenty-four directors who would have the power to elect officers from within or without the Board.

Date of Fiscal Year

The beginning of the fiscal year was fixed as of the date of September 1st, in the By-Laws adopted.

Election of Directors

In accordance with the plans for a full reorganization the Board of Directors made public their resignations on September 5th, to take effect upon the election and installation of their successors. On September 19th the Board authorized the appointment of Judges of Election and to this position the President appointed, Geo. J. Ramsey, Chairman, Carey K. Durfey, and W. G. Harnes, with power to appoint their tellers.

The By-Laws adopted call for a primary and final election. On September 24th primary ballots together with a roster of the membership up to 6 PM Thursday, September 22nd, were mailed to every member and were returnable by 6 PM Thursday, September 29th, when forty-eight nominees were selected from those members receiving the highest number of votes in the primary. 284 members voted. Out of the 726 names on the roster sheet 465 received one or more nominating votes.

On September 30th the final ballot containing the names of forty-eight nominees was mailed to the members and on October 5th at 6 PM the final election closed. The twenty-four members receiving the highest number of votes were declared elected, the twelve receiving the highest number of votes to serve for two years and the remaining twelve for one year. In the final election 383 members were elegible to vote; 360 voted; of these 264 votes were eligible, the remaining being ineligible either because of failure to pay at least one quarter of their yearly dues, delivery too late to be counted or voting for more than twenty-four members.

The report of the Judges of Elections will be found in the Appendix.

Organization of Board of Directors

On Thursday, October 6th, the newly elected directors met and completed their organization by the election of the following officers:

Z. M. Caveness	President
C. B. Barbee	1st Vice-President
Virgil St. Cloud	2nd Vice-President
S. Wade Marr	Treasurer

Election of Applicants

At this meeting on October 6th the Board of Directors elected to membership all applicants whose pledges were then in hand to the number of 770.

Program of Work

The formation of a program of work for the coming twelve months was commenced on Friday, September 23rd, when chairmen, appointed by the President to conduct group meetings, met at the offices and were instructed in the conduct of the group meetings at which the membership were to express their ideas as to the work the organzation should do. Each Chairman took active charge of a group of approximately fifty members inviting them to meet with him at the offices of the Chamber of Commerce to discuss the future activities of the Chamber. Groups met daily from September 26th to September 30th. There were fourteen groups with a total attendance of 109. The Chairmen and their Vice-Chairmen devoted their personal service to the meetings and while the attendance was not up to the average the spirit of the members attending was most enthusiastic and the suggestions promise a Program of Work of a very high order.

In order that no member should miss the opportunity to present his suggestions for the Program of Work, memorandum blanks were mailed out to the whole membership October 1st. 63 cards were returned by members. The total number of suggestions both in meetings and by mail was 510.

The Program of Work built from these suggestions will be found on the following pages of this report.

Bibliographies

The Research Department of the American City Bureau will shortly send to the organization a separate report covering the bibliographies for the planks of the Major and Forum Programs of the Program of Work.

Forum

At its meeting on October 6th the Board of Directors authorized the appointment of a Forum Committee to have charge of the regular Forum meeting of the membership during the next year. Mr. W. C Harris was appointed chairman, by the President, with power to select the personnel of the Committee to be associated with him. This committee met with the Field Secretary and received instructions in the modern practice of conducting Forum meetings and made plans for the coming year.

North Carolina State Library
Raleigh

Recommendations for Administrative Procedure

There has been presented to each member of the Board a manuel on Administrative Suggestions, which should receive the careful consideration of the Board, and of others charged with the responsibility of the administration of the Chamber of Commerce. The procedure suggested, represents the accumulated experienced of modern Chambers of Commerce, and adherence to it's principles will aid materially in the most effective functioning of the organization.

A Working Membership

Throughout the campaign and installation periods every means possible has been adopted to use the greatest number of members available for active service. The campaign teams were composed of volunteers and various committees appointed for special features of the work.

During the installation period every member has been asked to participate in all membership activities. Every member has been given the opportunity to express his opinion in the adoption of the Constitution and By-Laws and in the formation of the Program of Work. All members had the opportunity to express their choice for directors in the primary and final elections. On the temporary committees for the installation period 44 members were used. In the future the special committee system and the members forum are means for further developing the democracy of the organization.

The Accounting System

There has been installed an accounting system which has been found to be best adapted to commercial organizations of this size. This system consists of the following:

a. A Cash Book)
b. Records of checks drawn)
c. A Journal - Ledger) All in one
d. A Budget Comparison) binder
e. Analysis)
f. An Individual Membership Ledger
g. A Petty Cash Book, and Petty Cash Vouchers
h. A Membership Roster
i. Also Authorization Sheets on which are listed the currant bills at the end of each month.

A complete description of the book-keeping system is contained in the manual left with the organization.

Office Records

a. Membership Record

Three sets of membership record cards have been installed.

1. The signed membership applications
2. Membership roster of all individual members
3. The plural subscribers with their assignees

b. Program of Work Record

This record consists of two files.

1. The memorandum blanks filled out and signed by the members.
2. The suggestion record cards, one for each separate suggestion, arranged according to the planks of the Program of Work.

c. Membership Activity

There has been installed a system of Membership Activity Sheets on which are kept a very complete record of each member's interest, service, attendance at meetings and committee appointments. This is of great importance in checking up members whose interest may be lagging. In addition to these there are Committee Assignment Sheets and Committee Attendance Records made out for each Committee.

d. Filing System

A complete filing system for correspondence, office information and subject data, has been installed. A manual explaining this method of filing has been left with the organization and the staff instructed in its use. The system is very simple in operation, but comprehensive enough to take care of the requirements of a Chamber of Commerce for which it is especially designed.

Quarters and Equipment

The present quarters on the third floor of the Gilmer Building are in many respects well adapted to the needs of the organization. They suffer, however, from the handicap of being rather inaccessible - a feature which should be given particular attention in a public service body such as the Chamber of Commerce. Quarters on the ground floor, or a second floor location with an entrance easy of access to the stranger should be found if possible. In the meantime the present quarters can be improved by partitioning off some part of one of the offices, or the assembly room, as a stock room and work room. Exterior signs on the building could also be used to direct strangers to the quarters.

The present equipment of the organization should be increased by the purchase of a mimeograph, addressograph and sealer.

CONTINUATION SERVICE OF THE AMERICAN CITY BUREAU

Services Specified in Contract

This opportunity is taken to direct attention to the definite future services of the Bureau according to the contract:

(h) After the close of such installation service to present to the organization:

1. A special report to the directors embodying the program of work developed in accordance with section (c), and a written manual of organization procedure, together with recommendations for its application and use.

II. A separate research report on activities elsewhere relating to the most important plank of the program of work.

(i) Within six months after the completion of the campaign, to make a return visit for one or two days for consultation with the manager (orsecretary) and directors, if so requested.

(j) Approximately twelve months after the conclusion of the original campaign, to provide a staff member for a period of five days to co-operate in stabilizing the organization through work on delinquents and new members and through formulation of plans and procedure for the second year based on local accomplishments in the first year.

(k) Approximately twenty-four months after the conclusion of the original campaign, to provide a staff member for a period of three days to co-operate in the re-writing of the program of work, and to make recommendations in regard to membership, prodedure and publicity of accomplishments.

(l) Upon request to furnish to the organization research reports similar to that provided for in section (h), paragraph II, two additional during the first year, three during the second year, and three during the third year.

(m) To advise the manager (or secretary) and directors at any time by correspondence on questions not requiring special investigation of a research character if so requested; and to have The American City magazine sent for three years to five of the directors of the party of the first part.

(n) To give the manager (or secretary) of the party of the first part the benefit of instruction at the Summer School of Community Leadership for three years without charge for tuition.

Use of the Continuation Service

It should be understood that the three years of continuation Service provided in the contract is largely a matter of cooperation on the part of both parties.

Naturally the extent to which, after the installation period, the organization will profit from the services of the Bureau, depends to a large degree upon the initiative displayed by the secretary, directors and committee chairmen in asking for Bureau advice, suggestions and service.

Obviously, the Bureau cannot "run the organization" after the Field Secretary leaves. It can act only in an advisory capacity.

The Bureau representatives making future visits do not come with the idea of critizing, but with a definite purpose of bringing to the secretary the experience of other communities faced by similar problems. The intent of the visits is not narrow criticism, but assistance through suggestions.

In cases where the Bureau is asked by directors to assist them in securing a secretary, it should be understood that the Bureau does not recommend a secretary but merely suggests the names of men available at about the proposed salary. The burden is necessarily upon the directors to make their own selection.

Raleigh is located in the Eastern District of the American City Bureau, with offices at 1812 Tribune Building, New York, N. Y. All communications in regard to continuation service, requests for research material, ect., should be addressed to the Manager of Continuation Service, American City Bureau at the above address.

Research Department

Through the Continuation Service, the services of the Research Department of the American City Bureau are always available. Three special reports a year are due the organization but the full use of the department is invited for repofts not requiring special investigations. Through its connection with the Chambers of Commerce of the United States and Canada and the training of its experts, practiced in the use of a wide range of sources of information, data usually beyond the ready acquisition of the secretary is made available. Use of the services of this staff of twelve people again is dependent upon the initiative of the local organization.

PROGRAM OF WORK

RALEIGH CHAMBER OF COMMERCE

Introduction

These programs are the result of a thought survey of the membership of the Chamber of Commerce of Raleigh North Carolina, as obtained through a series of group meetings. They are an expression of the most urgent and obvious needs of the community at the present time. In the natural course of events other projects will demand the consideration and decisive action of the Chamber.

Accomplishment: of the projects included in these programs is dependent upon intelligent leadership on the part of the officers and directors and enthusiastic cooperation on the part of the membership. The programs present a broad and comprehensive field for organized community endeavor, giving promise of actual accomplishment because derived from the thought of the membership.

MAJOR PROGRAM OF WORK

A general demand already exists for the accomplishment of subjects placed under this heading. The Chamber of Commerce is, therefore, in a position to find immediate and wide support in its activities directed along these lines.

1. WATER SUPPLY

Work for a water supply sufficient for present and future needs

2. HOUSING

Promote practical measures to provide adequate housing facilities for Raleigh.

3. COTTON & TOBACCO MARKETS

Encourage and improve Raleigh's cotton and tobacco markets.

4. NEW INDUSTRIES

Develop manufacturing in Raleigh

5. CITY ADVERTISING

Make public the resources and advantages of Raleigh.

6. SCHOOLS

Foster increased facilities for our public and institutional schools.

7. TRAFFIC REGULATIONS

Institute measures for greater traffic regulation and safety

8. UNION STATION

Secure a new union station

9. PARKS & PLAYGROUNDS

Provide for recreational facilities and beautification of the city and its parks.

10. RURAL INTERESTS

Awaken a better appreciation of the mutual interests of Raleigh and its surrounding territory.

FORUM OR DISCUSSIONAL PROGRAM

Certain projects will require discussion and the winning of a large interest and support before they are undertaken, if efforts are to be successful.

A single meeting of the membership forum may indicate a degree of interest in a topic that will justify its immediate transference to the Major Program by the Board of Directors, and the appointment of a committee to begin work.

1. FREIGHT RATES AND TRANSPOTATION

Support all movements for better freight rates and transpotation service.

2. BELT LINE

Investigate the possibilities of a belt line railroad.

3. CITY GOVERNMENT

Present to the membership and public pertinent information regarding the methods and functions of the city government.

4. BUILDING FOR CIVIC ORGANIZATION

Study the needs and opportunities for a building to serve as the center of all civic organizations in Raleigh.

6. DETENTION HOME

Acquaint the membership with the need for a detention home.

7. EXTENTION OF RAILROAD LINES

Investigate the plans for bringing new railroad lines to Raleigh and support any feasible plan to this end.

8. SANITATION

Develop plans for increased sanitation and the development of hospital facilities.

9. GOOD ROADS

Stimulate interest in the development of better roads radiating from Raleigh.

10. POLICE PROTECTION

Seek methods of providing more police protection.

SUPPLEMENTARY PROGRAM OF ACTIVITIES

The following subjects were presented, but do not appear to have sufficient support to warrant their being placed in the Major and Forum Programs. They may be introduced into the activities of the organization as public attention is attracted to them and as there is opportunity to carry them out.

Mercantile Affairs
Rest Room
Market House
Theatre
Bad Checks Prevention
Streets
Hotel Accommodations
State Fair
Postal, Telephone & Telegraph Service
Civic Cooperation
Miscellaneous

LIST OF SUGGESTORS

Under the titles of each program are listed below the names of those members who have shown particular interest therein. These lists will be of great convenience to the directors and the Chamber officials in giving an indication of the sort of backing which each plank is likely to receive and in helping to choose skillfully the members of committees to carry out these suggestions.

MAJOR PROGRAM OF WORK

1. WATER SUPPLY

Allen, Sid E.
Brogden, W. L.
Brimley, H. H.
Boyle, W. R.
Brassfield, L. S.
Bland, J. A.
Booth, Raymond
Bowen, J. J.
Bell, T. E.
Brewer, Chas. E.
Cunningham, Dr. J. M.
Denmark, L. P.
Goodwin, Loomis
Hughes, N. Collin
Jarvis, C. J.
Jerman, B. S.
Jones, L. M.
Keil, P. F.
Kennedy, J. E.
Kennison, R. W.
Lambert, A. M.
Layfield, E. L.
Lindeman, Harry
Lineberger, H. O.
Magruder, P. B.
Marsh, W. F.
Maupin, A. M.
Morgan, A. B.
Murr, L. A.
Pillsbury, JP.
Rackliffe, C. N.
Rogers Wiley
Rowell, C. R.
Sanders, S. E.
Satterfield, H. E.
Smith, Chesley
Snipes, R. D.
Stonebanks, V. M.
St. Cloud, V.
Tilley, B. O.
Townsend, V. M.
Tyner, A. M.
Underwood, H. M.
Vaughn, L. L.
Watt, A. A.
Way, W. W.
Weatherspoon, J. R.
White, Howard
Wilson, Robt. J
Yost, Wm. L.
Young, W. J.

2. HOUSING

Allison, J. C.
Allen, J. Roy
Allen, Sid E.
Anderson, J. H.
Bagwell, W. L.
Baucom, C. D.
Berwanger, Sam
Bland, J. A.
Bowen, J. J.
Boyle, W. R.
Brewer, Chas. E.
Busbee, R. S.
Cooper, F. C.
Cooper, W. A.
Cowper, B. T.
Cox, D. S.
Cunningham, Dr. J. M.
Darden, Geo. R.
Davis, Thos. B.
Denmark, L. P.
Denson, C. B.
Eldridge, T. B.
Ellington, F. K.
Ellis, J. A.
Fallis, W. S.
Gibson, M. R.
Gill, C. B.
Grantham, C. P.
Gunn, C. C.
Handy, F. C.
Harding, W. T.
Howell, Clarence
Hunter, J. C.
Jarvis, C. J.
Jerman, B. S.
Johnston, W. H.
Jones, L. M.
Jordon, C. A.
Joyner, W. T.
Kennedy, J. E.
Layfield, E. L.
Magruder, P. B.
Maupin, A. M.
McKee, Jas.
Merritt, R. H.

2. HOUSING (CONT.)

Morgan, A. B.
Murr, L. A.
Noble, Robt. P.
Payne, B. F.
Pearce, J. B.
Pescud, Mrs E. F.
Penny, W. N.
Pillsbury, J. P.
Rackliffe, C. N.
Ramsey, Geo. J.
Richardson, C. A.
Rogers, Wiley M.
Rowell, C. R.
Satterfield, H. E.
Scott, Rust
Smith, A. V. D.
Smith, Chesley
Snipes, P. D.
Springler, A. G.
Stapleford, C. C.
Stonebanks, V. M.
Swart, M. R.
Townsend, V. M.
Uzzle, A. B.
Vaughn, L. L.
Walker, N. L.
Warner, Robt. H.
Watt, A. A.
Way, W. W.
Weatherspoon, J. R.
White, Howard
Williams, R. S.

3. COTTON & TOBACCO MARKETS

Bell, T. E.
Bland, J. A.
Bowen, J. J.
Brassfield, L. S.
Branch, R. P.
Cunningham, Dr. J. M.
Davis, G. L.
Ellington, C. W.
Ellis, E. C.
Gatling, Bart. M.
Gibson, M. R.
Gill, J. C.
Grantham, C. P.
Hudson, K. G.
Hunter, Jn. T.
Lumsden, L. H.
Parker, T. B.
Penny, W. S.
Snipe, P. D.
St. Cloud, V.
Stonebanks, V. M.
White, Howard

4. NEW INDUSTRIES

Allen, J. L.
Boushall, J. D.
Boyle, W. R.
Briggs, W. G.
Daniels, Josephus
Fussell, D. C.
Harding, Wm. T.
Hudson, K. G.
Jordon, C. A.
Kennison, R. W.
Koonce, M. B.
Layfield, E. L.
Magruder, P. B.
Maupin, A. M.
McMillan, R. L.
Maxwell, A. J.
Norwood, J. M.
Rackliffe, C. N.
Rogers, Wiley
Sanders, J. A.
Sanders, S. E.
Scott, Rust
Smith, A. V. D.
Stonebanks, V. M.
Underwood, H. A.
Watt, A. A.
Weatherspoon, J. R.
White, D. C.
White, Howard

5. CITY ADVERTISING

Bell, J. T.
Bland, J. A.
Boushall, J. D.
Boushall, J. F.
Brassfield, L. S.
Cooper, C. H.
Harrison, T. P.
Layfield, E. L.
McMillan, R. L.
Penny, W. N.
Phillips, Carrie
Webb, Alexander

6. SCHOOLS

Allen, Sid E.
Arendall, Banks
Bland, J. A.
Boushall, J. H.
Boyle, W. R.
Bowler, A. T.
Brassfield, L. S.
Brewer, A. F.
Brimley, H. H.
Briggs, W. G.
Denmark, L. P.
Fussell, D. C.
Grantham, C. P.
Goodwin, Loomis
Harrison, T. P.
Hughes, N. C.
Harper, Frank M.
Handy, F. C.
Kennedy, J. M.
Lambert, M. A.
Layfield, E. L.
Lindeman, Harry
Lineberger, Dr H.O.
Magruder, P. B.
Maupin, A. M.
Morgan, A. B.
Payne, B. F.
Pogue, J. E.
Riddick, W. C.
Ramsey, Geo. J.
Rackliffe, C. N.
Sadler, M. N.
St. Cloud, V.
Snipes, P. D.
Swart, M. R.
Satterfield, H.E.
Smith, A. V. D.
Trent, J. W.
Underwood, H. A.
Webb, Alexander
Warner, Robt. H.
Weatherspoon, J.R.
Way, W. W.
White, Howard

7. TRAFFIC REGULATIONS

Arendell, Banks,
Bagwell, W. L.
Barbee, C. D.
Baucom, C. D.
Briggs, T. Hamlin
Ellis, E. C.
Goodwin, Loomis
Jarvis, C. J.
Kennedy, J. M.
Lambert, M. A.
Noble, R. P.
Payne, B. T.
Penny, W. S.
Pescud, Mrs. E. F.
Sanders, S. E.
Smith, A. V. D.

8. UNION STATION

Allen, Sid E.
Barbee, C. B.
Branch, R. P.
Brassfield, L.S.
Ellington, F. K.
Grantham, C. P.
Handy, F. C.
Jones, L. M.
Keil, P. F.
Lambert, M. A.
Lineberger, H. O.
Phillips, Carrie
Pillsbury, J. P.
Rackliffe, C. N.
Rogers, Wiley
Sanders, S. E.
Townsend, V. M.
Trent, J. W.
Underwood, H. A.
Vaughn, L. L.
Watt, A. A.
Way, W. W.
Weatherspoon, J. R.
White, Howard
White, Geo. L.H.

9. PARKS

Blair, J. J.
Brown, P. J.
Bush, W. Z.
Cooper, W. A.
Darden, Geo. R.
Fussell, D. C.
Handy, F. C.
Keil, P. F.
Lambert, M. A.
Lewis, W. C.
Maupin, A. M.
Phillips, R.F.
Pillsbury, J. P.
Rackliffe, C. N.
Rogers, Wiley
Spingler, A. G.
St. Cloud, V.
Stapleford, C.C.
Stonebanks, V.M.
Tyner, A. M.
White, G.L.H.

10. RURAL INTERESTS

Davis, G. L.
Fallis, W. S.
Parker, Frank
Parker, T. B.
Lindeman, Harry
Payne, B. F.
Reed, Alvin
Springler, A. G.
Warner, Robt.
Williams, C. B.

FORUM PROGRAM OF WORK

1. FREIGHT RATES & TRANSPOTATION

Bell, T. E.
Booth, Raymond
Boyle, W. R.
Brewer, A. F.
Brogden, W. L.
Cooper, C. H.
Davie, Thos. B.
Doerner, J. C.
Fallis, W. S.
Gill, C. B.
Hughes, N. C.
Johnston, W. H.
Koonce, M. B.
Maxwell, A. J.
Murr, L. A.
Noble, Robt. P.
Penny, W. N.
Pescud, Mrs. E.F.
Pillsbury, J. P.
Ramsey, Geo. J.
Townsend, V. M.
Trent, J. W.
Uzzle, A. B.
Weatherspoon, J. R.
White, Howard

2. BELT LINE

Barbee, C. B.
Crozier, J. Richard
Harris, C. U.

3. CITY GOVERNMENT

Boushall, J. D.
Briggs, W. D.
Eldridge, T. B.
Joyner, Andrew
Lewis, A. E.
Moseley, T. B.
Pearce, J. B.
Rackliffe, C. N.
Rogers, Wiley
Warner, Robt.

4. CIVIC BUILDING

Boyle, W. R.
Phillips, R. F.

5. HOUSE OF DETENTION

Denmark, L. P.
Harris, W. C.

6. EXTENTION OF RAILROAD LINE

Brown, P. J.
Cowper, B. T.
Grantham, C. P.
Harris, W. C.
Penny, W. N.
Marsh, W. F.
Trent, J. W.

7. SANITATION

Anderson, Albert
Fenner, F. W.
Lambert, M. Ashby
Lumsden, L. H.
Root, Dr. A. S.
Smith, Chesley S.
Vaughn, L.L.

8. GOOD ROADS

Maupin, A. M.
Miller, C. M.

9. POLICE

Allen, Sid E.
Pillsbury, J. P.

SUPPLEMENTARY

1. MERCANTILE AFFAIRS

Bowen, J. J.
Briggs, W. G.
Busbee, R. S.
Cooper, F. C.
Ellington, C. W.
Heller, Herman
Hilker, Fred C.
Horton, M. C.
Tilley, Bert O.
Warner, Robt. H.
Webb, Alex.
Wilson, R. J.
Yost, Wm. A.

2. REST ROOM

Harris, Chas. U.
Pillsbury, J. P.
White, G.L.H.

3. MARKET HOUSE

Allen, J. L.
Keil, P. F.
Goodwin, Loomis
Kennison, R. W.
Layfield, E. L.
Lineberger, H.O.
Parker, T.B.

4. THEATRE

Brown, P. J.
Bush, W. Z.
Haywood, F. P.
Hilker, Fred C.
Jones, Wm. H.
Maupin, A. M.
Rackliffe, C. N.
Spingler, A. G.
Williamson, W.H

5. BAD CHECKS PREVENTION

Gunn, C. C.
Heller, Herman
Little, Wm. P.
Swart, M. R.

6. BETTER HOTELS

Branch, R. P.
Denmark, I. P.
Brassfield, L. S.
Doerner, J. C.
Grantham, C. P.
Haywood, F. P.

7. STATE FAIR

Bush, W. X.
Pogue, J. E.
Williams, C.B.

8. TELEPHONE, TELEGRAPH, & POSTAL SERVICE

Crozier, J. R.
Gatling, Bart M.
Maupin, A. M.
McKee, Jas.
Sadler, M. N.
Spence, T. T.
Williamson, Wm.
York, C. V.

9. CIVIC COOPERATION

Allen, Sid E.
Berwanger, S.
Boushall, J. D.
Brewer, A. F.
Burgess, C. K.
Daniels, Josephus
Durham, Walters
Hobby, J. T.
Jones, L. M.
Joyner, Andrew
Montague, B. F.
Moseley, T. B.
Parker, Frank
Spingler, A.G.
Vaughn, L.L.

10. STREETS

Arendell, Banks
Bagwell, W. L.
Brewer, A. F.
Briggs, T. Hamlin
Crozier, J. R.
Davis, G. L.
Magruder, P. B.
Parker, Frank
Parker, T. B.
Phillips, Carrie
Phillips, R.F.
Pillsbury, J.P.
Sanders, S. E.
Rogers, W. M.

TYPICAL COMMITTEE ANALYSIS

WATER SUPPLY

PRESENT WATER SYSTEM

What are the causes of the present shortage ?
Climate conditions ?
Lack of reservoir capacity ?
Lack of sufficient flowage ?
Has the incapacity of the present system ever been the subject of previous concern to the city ?
Have any previous measures been taken to prepare for a shortage ?
What were they ?
What authorities on water supply have been consulted ?
What reports have they made ?
What use has been made of them ?
What is the capacity of the present plant ?
Is it increasing or decreasing ?
Why ?
Does it lend itself to further increase ?
By dredging Lake Raleigh for greater and more uniform depth ?
By raising the dam ?
By erecting an additional standpipe ?
By increasing the flowage ?
Is maintenance of the present supply threatened in any way ?
By decreased supply ?
By depreciation of plant ?
What measures have been taken to create a reserve ?
Have any regulations been used to safe-guard the water supply ?
What were they ?
Were they observed ?
What results were obtained ?
Do any water customers use meters ?
Would metering help ? To what extent ?
Would it be feasible ?
What present measures are being taken to meet the situation ?

Committee to report to the Board of Directors on the above by November, 30th, 1921.

NORTH CAROLINA STATE LIBRARY

TYPICAL COMMITTEE ANALYSIS

WATER SUPPLY

PRESENT WATER SYSTEM

What are the causes of the present shortage ?
Climatic conditions ?
Lack of reservoir capacity ?
Lack of sufficient flowage ?
Has the inadequacy of the present system ever been the subject of previous concern to the city ?
Have any previous measures been taken to provide for a shortage ?
What were they ?
What authorities on water supply have been consulted ?
What reports have they made ?
What use has been made of them ?
What is the capacity of the present plant ?
Is it increasing or decreasing ?
Why ?
Does it lend itself to further increase ?
By dredging lake Malvern for storage and more water depth ?
By raising the dam ?
By erecting an additional standpipe ?
By increasing the flowage ?
Is maintenance of the present supply characterized in any way ?
By decreased supply ?
By depreciation of plant ?
What measures have been taken to create a reserve ?
Have any regulations been made to adjust the water supply ?
What were they ?
Were they observed ?
What results were obtained ?
Do any water customers use meters ?
Would metering help ? To what extent ?
Would it be feasible ?
What present measures are being taken to meet the situation ?

Committee to report to the Board of Directors on the above by November 30th, 1921.

ADDITIONS TO THE PRESENT WATER SYSTEM

Has any authoritative investigation been made of
further additions to the present system ?
When ?
Who made it ?
What recommendations resulted ?
What action resulted ?
What will be the future demands on the water system ?
From growing population ?
From annexation ?
From new industries ?
From increased demand from present consumers ?
What possible growth is waiting on further development
of the water supply ?
What should be the nature of further additions ?
New sources ?
New reservoirs ?
Wells ?
Are they practical ?
To what extent is the city able to finance further
development ?
Would this be sufficient ?
What plan offers the best solution ?
From the standpoint of supply ?
" " " " finances ?

STATUS OF THE CHAMBER OF COMMERCE

What can the Chamber of Commerce do to assist in securing
an adequate water supply ?
Cooperate with the city government ?
Assist in securing authoritative engineering advice ?
Create an informed public opinion which will
Cooperate in finding a solution ?
" " regulatory measures ?
" " necessary municipal financing ?

Committee to make
final report to
Board of Directors,
January 15th, 1922.

CONSTITUTION AND BY-LAWS

Article 1 - Name

The name of this organization shall be the Raleigh Cahmber of Commerce.

Article 11 - Object

The object of the Raleigh Chamber of Commerce shall be to promote the civic, economic and social welfare of the people of Raleigh and surrounding territory.

Article 111 - Membership

1. All persons who sympathize with the object of the Raleigh Chamber of Commerce shall be eligible to membership.
2. The procedure with respect to admission to and the exercise of the privileges of membership shall be specified in the By-Laws.

Article 1V - Government

The administration of the Raleigh Chamber of Commerce shall be vested in a board of directors, who shall be nominated and elected in such manner as may be prescribed in the By-Laws.

Article V - Meetings

1. The annual meeting of the Raleigh Chamber of Commerce shall be held in the last week of September of each year, the place and hour to be designated by the board of directors.
2. Meetings of the members may be held at such other times as the president or board of directors may determine, or upon the written request of 5 per cent of the members in good standing. Due notice by mail shall be given to every member. When called otherwise than by the president or board of directors, the notice shall contain a statement of the purpose of the meeting, and shall be issued at least two days preceeding the meeting. Action taken therein by the membership shall be final.

Article V1 - Referenda

Upon the request in writing of 5 per cent of the members in good standing, the board of directors shall, or upon its own initiative may submit a question to the members for a mail referndum vote; the ballot for such vote to be accompanied by briefs stating both sides of the question. When so stated in the request, action taken therein by the membership shall be final.

Article V11 - Funds

The organization shall, have power to due and be sued, purchase, hold, lease, sell or mortgage real estate, to incur debts, to borrow money, giving therefor notes of the corporation signed by one or more officials duly authorized by the board of directors for that purpose, and may enter into contracts of any kind furthering the purposes of the Raleigh Chamber of Commerce.

Article V111 - Amendments

1. This constitution may be amended by a majority vote of the members in good standing in attendance at any regular membership meeting, or at any special meeting called for that purpose, provided that such proposed amendments shall be plainly stated in the call for the meeting at which they are to be considered.

2. Due notice by mail to every member of the meetings at which such amendments are to be considered must be given at least ten days prior to the time of meeting.

Article 1X - Enactment

This constitution shall be effective immediately following its adoption by a majority vote of the members of the Raleigh Chamber of Commerce present at a meeting duly called for the purpose, and when so adopted shall supersede all previous constitutions and amendments thereto, which are hereby annulled.

BY-LAWS

Article 1 - Membership

1. Any person, association, corporation, partnership or estate may subscribe for one or more memberships in the Raleigh Chamber of Commerce. Associations, corporations, partnerships or estates holding one or more memberships and individuals holding more than one memberships, shall designate the individuals to whom the holder desires to assign the privileges of membership covered by his subscription. Such assignments when filed with the Raleigh Chamber of Commerce and approved by the board of directors shall entitle each assignee to the full privileges of membership.

2. The membership fee shall be $25 per annum, payable annually, semi-annually or quarterly in advance.

3. Members may be elected at any meeting of the board of directors. A two-thirds vote of those present shall be necessary to elect.

4. Subject to the approval of the board of directors, any subscriber shall have the right to change any or all of his membership assignments upon thirty days written notice to the Raleigh Chamber of Commerce.

5. Any member may be expelled by the board of directors by a two-thirds vote for non-payment of dues; or, after notice and opportunity for hearing, for conduct unbecoming a member.

6. Any member, upon written request to the board of directors, accompanied by a remittance covering the full amount due on his membership pledge, may resign from the Raleigh Chamber of Commerce.

7. In the event of the death of a member the board of directors shall cancel his membership pledge; in the event of the removal of a member from the vicinity or in consideraation of business changes or reverses, the board of directors may cancel his pledge.

Article 11 - Qualifications of Voters

1. Voting shall be by individuals only and no member shall cast more than one vote, Persons to whom memberships have been assigned shall vote as individual members.

2. New members must pay membership dues in advance for at least the currant quarter year before being permitted to vote or exercise other privileges of membership; provided that this restriction as to voting shall not apply to any primary held in the year 1921. No member of more than one year's standing shall be entitled to a vote or other privileges of membership until his dues for the preceding year or years have been fully paid.

Article 111 - Election of Directors.

1. (a) Nominations shall be made prior to the election by means of a direct primary. A ballot accompanied by the membership roster shall be mailed to each member and upon it each member entitled to vote may designate as many nominees as there are directors to be elected.

(b) The candidates receiving the highest number of votes in the primary equivalent in number to twice the number of the directors to be elected, shall be declared nominated and their names shall be placed on the official ballot. At the final election candidates receiving the highest number of votes to the number of vacancies to be filled, sahll be declared elected.

(c) In the first election (48) candidates shall be nominated and (24) elected, the (12) receiving the highest vote being elected for two years and the remainder for one year or until their successors are elected. In subsequent elections (24) candidates shall be nominated and (12) elected for a term of two years or until their sucessors are elected.

(d) Each additional vacancy to be filled due to temporary appointment under Article 1V shall add two candidates to the number to be nominated and one to the number to be elected. Said vacancy or wacancies shall be filled for a one year term by the candidate or candidates receiving the lowest number of votes among all the candidates elected.

(e) In case of a tie in the last place, either in the primary or in the final election, the selection shall be made by lot, under the direction of the judges in charge of the election.

2. The president, with the approval of the board of directors, shall appoint judges to supervise and conduct elections.

3. The members shall vote by mail or in person, by secret ballot in conformity with such additional rules and regulations as the board of directors may adopt.

4. The annual nominating primary election for directors shall be held on the second Thursday in September and the final election on the third Thursday in September, provided, however, that in the year 1921 the nominating primary for directors shall be held on the twenty-ninth of September and the final election on the fifth of October.

Article IV - Vacancies

Vacancies by resignation or otherwise in the board of directors shall be filled by the board until the next general election only, at which time the membership shall elect a director or directors for the remainder of the unexpired two-year term or terms.

Article V - Officers

1. Within ten days after the annual election, the directors shall meet and elect officers for the ensuing year, a president, two vice-presidents, and a treasurer. The board of directors by a two-thirds vote of those present shall employ a manager who shall be secretary and whose compensation shall be determined by the board of directors.

2. The treasurer and the manager shall each furnish surety bonds in such amounts as the board of directors shall deem necessary, the cost to be paid by the Raleigh Chamber of Commerce.

3. The duties of the officers shall be such as their titles, by general usage, would indicate, and such as are required by law, and such as may be assigned to them respectively by the board of directors from time to time.

Article VI - Committees

1. The board of directors shall authorize and define the powers and duties of all committees.

2. The president shall appoint all committees subject to confirmation by the board of directors.

Article Vll - Meetings

1. At all membership meetings, five per cent of the members in good standing shall constitute a quorum.

2. The board of directors shall meet at regular periods. Absence from three consecutive regular meetings without an excuse deemed valid and so recorded by the board of directors shall be construed as a resignation.

3. A special meeting of the board of directors may be called at any time by the president or by three directors, provided that when called otherwise than by the president, a call shall be issued to each director stating the purpose of the meetings, not less than three hours preceding the meeting.

4. At all meetings of the board of directors a majority shall constitute a quorum.

5. At committee meetings a majority shall constitute a quorum, except that when a committee consists of more than nine members, five shall constitute a quorum.

6. All questions of parliamentary procedure shall be settled according to Robert's Rules of Order, whenever they are not inconsistent with the constitution and bylaws of this organization.

Article Vlll - Fiscal Year

The fiscal year shall end the thirty-first day of August.

Article lX - Amendments

1. These By-Laws may be amended by a majority vote of the members in good standing in attendance at any regular membership meeting, or at any special meeting called for that purpose, provided that such amendments shall be plainly stated in the call for the meeting at which they are to be considered.

2. Due notice by mail of meetings at which such amendments are to be considered must be given every member at least five days prior to the time of meeting.

Article X - Enactment

These By-Laws shall be effective immediately following their adoption bb a majority vote of the members of the Raleigh Chamber of Commerce present at a meeting duly called for the purpose, and when so adopted shall supersede all previous By-Laws and amendments thereto, which are hereby annulled.

October 5, 1921.

We, the undersigned, Judges of Election, duly appointed by the Board of Directors, hereby certify that the following were elected Directors for the terms under which their names appear, in the final election held in accordance with the By-Laws on Wednesday, October 5, 1921:-

For Two Years

1 C. B. Barbee
2 Dr. Z. M. Caveness
3 Col. Albert L. Cox
4 E. B. Crow
5 Josephus Daniels
6 W. B. Drake, Jr.

1 K. C. Hudson
2 John A. Park
3 Virgil St. Cloud
4 Howard White
5 Hal V. Worth
6 William L. Wyatt

For One Year

1 H. T. Adams
2 Dan Allen
3 Graham H. Andrews
4 J. W. Bailey
5 H. H. Brimley
6 J. M. Broughton

1 Joseph G. Brown
2 R. S. Busbee
3 Gilbert Crabtree
4 S. Wade Marr
5 Dr. R.P. Noble
6 Dr. Clarence Poe

(Signed) Judges of the Elections

George J. Ramsey
Carey K. Durfey
Wiley G. Barnes

ALS

CAMPAIGN ORGANIZATION

TEAM ORGANIZATION

COLONEL C. B. BARBEE

DIVISION 1- MAJOR J. M. BROUGHTON

Team No. 11

Capt. Willis Smith
C. E. Mitchell
V. C. Moore
T. W. Kennison
Baxter Durham
R. L. Steel

Team No. 13

Capt. J. D. Correll

Team No. 12

Capt. A. M. Maupin
J. H. Mitchell
James A. Salter
F. C. Cooper
H. A. Correll

Team No. 14

Capt. G. L. H. White
P. F. Keil
Robert Phillips
J. T. Alderman
J. M. Templeton Jr.

Team No. 15

Capt. C. H. Miller
John Park
Leon S. Brassfield
W. C. Spruell

DIVISION 2- MAJOR J. W. BUNN

Team No 21

Capt. J. R. Weatherspoon
J. C. Powell
F. E. Thompson
J. LeRoy Allen
Geo. Marsh
J. Ivan Clendenin

Team No. 23

Capt. R. P. Noble
C. C. Gunn
Earl M. Goodwin
Leon M. Jones
M. Ashby Lambert

Team No 22

Capt Robert J. Wilson
Dr. Milton R. Gibson
H. R Williams
W. C. Lewis
J. L. Woodward
Dr. H. O. Lineberger

Team No. 24

Capt S. W. Marr
A. S. Root
S. W. Wade
W. M. Rogers
Henry London

Team No 25

Capt J. W. Bailey
W. L. Brogden
J. G. Ball
E. G. Cothran
J. L. Emanuel

DIVISION 111- MAJOR W. C. HARRIS

Team No 31

Capt John S. McDonald

Team No. 33

Capt Frank Allen

Team No. 32

Capt M. A. Bushton
John Hinsdale
W. R. Dent
Wm. Boylan
P. W. Gower
H. R. Holding

Team No. 34

Capt. Louis N. West
W. L. Currie
Willis Holding
A. V. D. Smith
S. D. Alexander

Team No 35

Capt. A. J. Barwick

DIVISION IV- MAJOR V. ST. CLOUD

Team No. 41

Capt. R. S. Busbee
James S. Manning
A.B. Morgan
S. B. Coley
Samuel Ruffin

Team No. 42

Capt. W. S. Thomas
A. J. Reed
J. F. Little
Fred Hilker
I. R. Randall

Team No. 43

Capt. C. B. Gill
John W. Hightower
C. V. York
C. A. Dillon
Dr. H. O. Linberger
P. R. Ashby

Team No. 44

Capt. Cale K. Burgess
W. B. Duncan
A. J. Fletcher
R. F. Phillips
Rust Scott

Team No. 45

Capt. Sid E. Allen
V. E. Austin
R. L. McMillan
L. S. Matteson
D. C. Fussell
H. H. Brimley
C. J. Jarvis

DIVISION V- MAJOR HAL. V. WORTH

Team No. 51

Capt. Harry T. Adams
R. E. Gettys
C. P. Grantham
Raymond Crowder
P. B. Magruder
J. C. Brantley

Team No. 53

Capt. R. O. Caveness
Wm. A. Yost
C. T. McClenaghan
J. B. Rogers
J. Richard Crozier
Rev. Dr. Proctor

Team No. 52

Capt. P. T. Smith
W. A. Linehan
Wm. Heller
Fab Brown
C. C. Gunn

Team No. 54

K. G. Hudson
Carey Durfey
J. J. Bowen
E. E. Culbreth
W. H. Mills
T. E. Green

Team No. 55

Capt C. E. Homaday
A. C. Thurman
H. E. Satterfield

DIVISION V1- MAJOR HOWARD WHITE

Team No. 61

Capt. James McKee

Team No. 63

Capt. S. Brown Shepherd

Team No. 62

Capt Albert L. Cox
John Evans
W. T. Harding
Josephus Daniels Jr.
Clarence Howell

Team No. 64

Capt. A. V. D. Smith

Team No. 65

Capt. C. H. Hoppe

INSTALLATION ORGANIZATION

GROUP CHAIRMEN

Group 1. Dr. R. P. Noble
" 2. A. B. Morgan
" 3. W. A. Yost
" 4. D. C. Fussell
" 5. C. H. Cooper
" 6. R. L. McMillan
" 7. C. M. Miller
Group 8. Loomis Goodwin
" 9. Jas. McKee
" 10. Sid E. Allen
" 11. R. S. Busbee
" 12. Clarence Mitchell
" 13. W. C. Harris
" 14. W. T. Joyner

COMMITTEE ON BY-LAWS

J. M. Broughton H. H. Brimley W. W. Peele

JUDGES OF THE ELECTION

Cary Durfey Geo. J. Ramsey W. G. Barnes

TELLERS OF THE ELECTION

R. W. Kennison
A. M. Haynes
Rust Scott
F. C. Handy
Dr. T. T. Spence
J. D. Boushall
R. E. Gettys
Paul B. Hulfish
Arthur B. Corey
C. E. Bowman
Cake K. Burgess
J. H. Rawls
James O'Neal
A. T. Bowler
W. L. Currie

COMMITTEE ON PROGRAM OF WORK

J. M. Broughton R. S. Busbee Harry Adams

COMMITTEE ON SETTLEMENT

C. B. Barbee Howard White A. L. Cox

COMMITTEE ON BUDGET

S. Wade Marr Graham Andrews Wm. Wyatt

North Carolina State Library
Raleigh

COMMITTEE ON SECRETARY

President-Z. M. Caviness
Treasurer - S. Wade Marr

1st.Vice President - C.B.Barbee
2nd. " " V.St.Cloud

FORUM COMMITTEE

W. C. Harris
J. H. Boushall
R. W. Kennison

J. S. McDonald
R. L. McMillan
J. R. Weatherspoon

H. M. London
J. R. Crozier

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